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Proceedings

Authors Competitions Registration Program Committee Keynote Global Engineering Education Industry 4.0 Panels Sponsors

Proceedings of Full Papers Only

Final Program

10th Annual International Conference on Industrial Engineering and Operations Management

Dubai, United Arab Emirates (UAE) March 10-12, 2020 Venue: Hyatt Regency Dubai

Virtual Event Details - CLICK HERE

Faculty Jobs Announcement

Flyer - Supply Chain and Logistics Competition

Scopus Indexing of IEOM Papers

IEOM Society International is a 501(c)(3) nonprofit organization approved by IRS (USA).

IEOM Society International Site

Global Council

Membership

Student and Professional Chapters

IEOM Awards

IEOM Fellows

IJIEOM

Photos of Past Events

- 2019 Bangkok
- 2018 South
- Africa 2018
- Washington DC
- 2018 Paris



March 1, 2020

Important Announcement for All Participants of the 2020 IEOM Society Dubai Conference

Dear IEOM Dubai Conference Participants:

As many of you are aware, there is currently an international health crisis caused by the Coronavirus. The impact of this crisis has been felt around the globe. Your IEOM Society has monitored this situation very closely. We have also discussed this health emergency with members of our Global Council. The number of countries that are affected by the Coronavirus is significant. Each country is addressing the virus in a different manner.

The United Arab Emirates (UAE) has placed travel restrictions on flights entering their country and some restrictions in the events internally ("Dubai: The Ministry of Education has announced that all school trips, activities and events will be suspended as part of precautionary steps to limit the spread of coronavirus," Feb. 29, Gulf News). Some neighboring countries have also flight restrictions. The IEOM Society is deeply concerned with the health and safety of its members and others who will be attending the Dubai conference next week. Therefore, the IEOM Society Global Council and our Board of Directors has recommended that the conference be held as a virtual event.

A combination of virtual and recorded presentations will be used for the 10th IEOM Society Annual Dubai Conference, March 10-12, 2020. It may be necessary to have additional presentations on days beyond the schedule. Competitions will be conducted virtually as well. All papers will be published online and sent to Scopus for indexing.

The original conference programs have been printed and will be sent by mail to each registered participant. Following the conference, awards, best track papers and chapter recognitions will be mailed. The link required for you to participate in the conference will be provided shortly.

The IEOM Society regrets that this decision was necessary, but we believe it was the prudent action to take in light of the present global health dilemma. We trust that you will agree with this decision as the Coronavirus has become a very serious worldwide threat.

We are sorry for your inconveniences. Most airlines are giving refund due to virus issues. We hope virus issues will go away soon. We wish you all the best.

We look forward to your participation in the 10th IEOM Society International Dubai Conference.

Thank you for your understanding.

Sincerely,

Ahad Ali, Ph.D. Executive Director The IEOM Society International Professor Don Reimer Director of Membership and Chapter Development IEOM Society International

Industrial Engineering and Operations Management Society International (IEOM Society International) 21415 Civic Center Dr., Suite # 217, Southfield, Michigan 48076, USA, Phone: 1-248-450-5660, <u>www.ieomsociety.org</u>

Please contact info@ieomsociety.org for any questions or virtual conference details.

Theme: Operational Excellence in the era of Industry 4.0

Competition Submissions deadline is January 31, 2020

Submission Link: https://www.xcdsystem.com/IEOM/abstract/index.cfm?ID=ZY00ywj

Registration Link:

https://www.xcdsystem.com/IEOM/attendee/index.cfm?ID=EeYw4JD

IEOM Society International, a 501(c)(3) non-profit organization, is a premier international platform and forum for academics, researchers, scientists and practitioners to exchange ideas and provide insights into the latest developments and advancements in the fields of Industrial Engineering and

- 2018 Bandung 1
- 2018 Bandung 2
- 2017 Dhaka
- 2017 Bogota2017 Bristol,
- UK
- HS/MS STEM Poster Competition 2017
- 2017 Morocco Photos
- 2016 Detroit
 Photos
- 2016 Malaysia
 Photos
- 2015 Orlando
 Photos
- 2015 Dubai
 Photos
- 2014 Bali
 Photos
- 2012 Istanbul Photos

NEWS

Binghamton University Join as a Partner University

Upcoming Conferences

- Czech Republic
- GCC in Riyadh
- Dubai
- San Paulo
- Rome
- Monterrey
- Singapore

Past Conferences

- Bangkok, March
 2019
- Pretoria,
 October 2018
- Washington DC, Sept. 2018
- Paris, July 2018
- Bandung, March 2018

Operations Management. IEOM has successfully organized international conferences in Dhaka (2010), Kuala Lumpur (2011), Istanbul (2012), Bali (2014), Dubai (2015), Orlando (2015), Kuala Lumpur (2016), Detroit (2016), Rabat (2017), Bristol, UK (2017), Bogota (2017), Bandung (2018), Paris (2018), Washington DC (2018), Pretoria (2018), Bangkok (2019), Pilsen (2019), Toronto (2019) and Riyadh (2019). IEOM Society will be organizing the 10 International Conference on Industrial Engineering and Operations Management (IEOM) to be held at Hyatt Regency Hotel in Dubai during March 10–12, 2020. Last Dubai Conference in 2015 has more than 500 participants. We would be expecting 400–500 people from more than 60 countries.

PAPER (docx) - Paper / Abstract Template - ABSTRACT (docx)

Some the events and activities that are planned include: keynote speakers, global engineering education track, industry solutions track, women in industry and academia track, undergraduate student paper competition sponsored by Siemens, graduate student paper competition sponsored by Eaton, Doctoral Dissertation Competition, Masters Thesis Competition, Simulation competition, senior design project poster competition, undergraduate research competition, high school STEM competition, panel sessions, recognition and awards, exhibition, poster, IEOM student and professional chapter activities and tours.

Call for Papers Flyer

All papers are subject to double peer review. IEOM Template must be followed. Accepted papers will be indexed in SCOPUS. Presentation can be delivered with abstract only. Full paper is optional.

Topics covering industrial issues/applications and theoretical research, but are not limited to:

- Artificial Intelligence
- Automation and Control
- Business Management
- Case Studies
- Construction Management
- Cyber Security
- Data Analytics and Big Data
- Decision Sciences
- Defense
- Design and Analysis
- E-Business/E-Service
- E-Manufacturing
- Energy
- Engineering Education
- Engineering Management
- Entrepreneurship and Innovation
- Environmental Engineering
- Financial Engineering
- Healthcare Operations and Healthcare Engineering
- Human Factors and Ergonomics
- Industrial Management
- Industry 4.0
- Industry Best Practices
- Information Technology
- Inventory Control
- loT
- Lean Six Sigma
- Logistics
- Maintenance Services
- Manufacturing
- Modeling and Simulation

IEOM 2017 Bogota Marriott Hotel October 25–26, 2017

IEOM 2017 UK

UWE Business School, Bristol July 24–25, 2017

IEOM 2017 Morocco

Sofitel Hotel Rabat April 11–13, 2017

IEOM 2016 Detroit

Lawrence Tech Campus September 23-25, 2016

IEOM 2016 Malaysia JW Marriott KL Hotel March 8-10, 2016

IEOM 2016 Detroit

Lawrence Tech University September 23–25, 2016

IEOM 2015 Orlando

Rosen Plaza Hotel September 10–11, 2015

IEOM 2015 Dubai

Hyatt Regency Hotel March 3-5, 2015

IEOM 2014 Bali Grand Hyatt Hotel

January 7-9, 2014

IEOM 2012 Istanbul

Istanbul Technical University July 3-6, 2012

IEOM 2011 Kuala Lumpur Season Four Hotel January 22-24, 2011

IEOM 2010 Dhaka IUT, Bangladesh January 7-9, 2010

- Operations Excellence
- Operations Management
- Operations Research
- Product Lifecycle Management (PLM)
- Production Engineering
- Production Planning and Management
- Project Management
- Quality and Reliability
- Service Engineering and Service Management
- Supply Chain Management
- Sustainability
- Systems Dynamics
- Systems Engineering
- Technology Management
- Transportation and Traffic
- Waste
- Work Design, Measurement and ISO

Special Tracks

- Global Engineering Education
- Industry Solutions
- Women in Industry and Academia
- Industry 4.0

DUBAI Tourist Attractions

- **Burj Khalifa:** Burj Khalifa is a skyscraper in Dubai and with its height of 829.84 m is the tallest manmade structure in the world.
- Burj Al Arab: Oone of the most luxurious, and with height of 321m, it is fourth tallest hotel in the world; one of the most photographed monuments in the world and is recognized as the symbol of Dubai.
- Palm Island Dubai (Jumeirah Palm Island): one of the most ambitious real-estate developments on earth, heralded as the 8th wonder of the world.
- Dubai Mall
- Dubai Fountain
- Dubai Aquarium
- Desert Safari: One of the most visited and famous activities in Dubai are desert safari tours. Safari tours in Land Cruisers and Hummers take visitors right into the heart of the desert where they experience the excitement of a roller-coaster tour down the astonishing high dunes (dune bashing).
- Dubai Marina
- Dubai Museum
- Jumeirah Mosque
- Gold and Spice Souks
- Dubai Walking Tour: Bastakiya, Dubai Creek, Shindagha and Old Deira
- Near to Dubai: Abu Dhabi, Bahrain, Qatar, Dammam (Saudi Arabia) and Muscat are less than one hour flight
- Umrah packages lead by Dr. Abdul Talib Bon, UTHM, Malaysia (less than 2 hours flight from Dubai). Malaysian can get e-Visa for Saudi Arabia and other countries can use Umrah visa.

IEOM Conference Proceedings ISSN: 2169-8767 (U.S. Library of Congress)

- Bangkok 2019
- Pretoria 2018
- Washington DC 2018
- Paris 2018
- Bandung 2018
- Bogota 2017Bristol (UK)
- 2017
- Morocco 2017
- Detroit 2016
- Kuala Lumpur
 2016
- Orlando 2015
- Dubai 2015
- Bali 2014
- Istabul 2012
- KL 2011
- Dhaka 2010

Launch of Women in Industry and Academia Video

IEOM Women in Industry and Academia Forum











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Submissions Received from Following Countries and Territories

Important Dates

Paper submission deadline: November 25, 2019 Notification of acceptance: November 30, 2019 Registration deadline: December 20, 2019 Conference: March 10–12, 2020

Conference Chairs

- Dr. Zain Tahboub, Chief Advisor, Dubai Aviation Engineering Projects, Dubai, United Arab Emirates
- Dr. Ahad Ali, Lawrence Technological University, Michigan, USA
- Dr. Mohammed Shamsuzzaman, Associate Professor, Department of Industrial Engineering & Engineering Management Dept., University of Sharjah, UAE
- University of Sharjah, UAE
- Zayed University, Dubai, UAE
- Binghamton University, The State University of New York (SUNY), USA
- Chiang Mai University, Thailand
- Center for Advanced Systems Research and Education (CASRE), University of Tennessee, Knoxville, USA
- Eastern Michigan University, USA
- Lawrence Technological University, Michigan, USA
- Prince Sultan University, Riyadh, Saudi Arabia
- University of Derby, UK
- University of the District of Columbia (UDC), Washington, DC, USA
- University of New Brunswick at Fredericton, Canada
- University of the District of Columbia, Washington, DC, USA
- Universite De Lorraine, Nancy cedex France
- Wayne State University, Detroit, Michigan, USA
- Universitas Sebelas Maret, Surakarta, Indonesia
- Universiti Tun Hussein Onn Malaysia (UTHM)
- EMI, Mohammed V University, Rabat, Morocco
- Eaton Corporation
- SIEMENS
- EFR Certification
- Emirates (as an official airline partner)
- ASQ Middle East Africa
- African Engineering Education Association (AEEA)
- BKSTI: Agency for Cooperation of Higher Education of Industrial Engineering, Indonesia
- Indian Institute of Industrial Engineering (IIIE)
- International Federation of Engineering Education Societies (IFEES)
- Pakistan Society of Industrial Engineering (PSIE)
- Society of Cost and Quality Engineers (SCQE)

Tourist Attractions:

Attendance Certificates will be provided for conference participants. Continuous Education Unit (CEU) is available. IEOM Society International will provide some awards and recognition at the 10th IEOM Dubai Conference.

- Program IEOM 2019 Riyadh
- Program IEOM 2019 Toronto
- Program IEOM 2019 Pilsen
- Program Bangkok 2019
- Program Pretoria 2018
- Program IEOM 2018 Washington DC
- Program IEOM 2018 Paris
- Program IEOM 2018 Bandung
- Program IEOM 2017 Bogota
- Program IEOM 2017 UK (Bristol)
- Program IEOM 2017 Rabat, Morocco
- Program IEOM 2016 Detroit
- Program IEOM 2016 Kuala Lumpur
- Program IEOM 2015 Orlando
- Program IEOM 2015 Dubai
- Program IEOM 2014 Bali
- Program IEOM 2012 Istanbul
- Program IEOM 2011 Malaysia
- Program IEOM 2010 Dhaka

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Program

Committee



Keynote Global Engineering Education Industry 4.0

Panels

Spansars

Travel

Proceedings

ISSN: 2169-8767 ISBN: 978-1-5323-5952-1

ID 001 Sustainable Quality Culture: Company-Wide Management System (CWMS) and Lean Six Sigma (LSS) as Enablers Souraj Salah, Faculty of Business Administration, Hamdan Bin Muhammad Smart University, Dubai, UAE

ID 013 Leadership for Lean Six Sigma

Alessandro Laureani, University of Strathclyde, Glasgow, Scotland, UK

ID 016 Identification & Awareness About The Development Of Breast Cancer By Using Raman Spectroscopic Method

Priya Sachin Deole., Department of physics, G.S. Tompe Art's, Commerce & Science College, Chandur Bazar, Dist. Amravati (M.S) India

Nachiket Deole, Manasi Vyankatesh Ghamande., Vishwakarma institute of technology, Pune, Maharashtra, India

ID 018 Cyber-Physical Systems: Matching Up its Application in the Construction industry and other Selected Industries Matthew Ikuabe, Clinton Aigbavboa, Ayodeji Oke, University of Johannesburg, Johannesburg, Guateng, South Africa

ID 019 Adoption of Building Information Modelling (BIM) in Small and Medium Enterprise (SMEs) Construction Companies in Irad

Abdussalam Shibani, Khaled Abu Awwad, Michel Ghostin, Coventry university, Coventry, United Kingdom Kalim Siddiqui, Senior lecturer in Economics, Department of Accounting, finance and Economics, Huddersfield Business School

Omar Farji Coventry university, Coventry, United Kingdom

ID 020 Investigating the Barriers of Building Information Modelling (BIM) implementation in the Higher Education in Morocco

Abdussalam Shibani, Khaled Abu Awwad, Michel Ghostin, Coventry university, Coventry, United Kingdom Kalim Siddiqui, Senior lecturer in Economics, Department of Accounting, finance and Economics, Huddersfield Business School

Firdaouss Sidqui, Coventry university, Coventry, United Kingdom

ID 023 Preparing International Engineering Programs for Accreditation

Albertus Retnanto, Texas A&M University at Qatar Doha Qatar, Hamid R. Parsaei, Ph.D., P.E. Professor, Department of Industrial and Systems Engineering Texas A&M University, Boback, ParsaeiIntegrated Technology Systems, Inc.Houston, Texas

ID 024 Building Communication Strengths and Skills for Non-native English Speaking Engineering Students

Albertus Retnanto, Texas A&M University at Qatar Doha Qatar, Hamid R. Parsaei, Ph.D., P.E. Professor, Department of Industrial and Systems Engineering Texas A&M University, Boback, ParsaeiIntegrated Technology Systems, Inc.Houston, Texas

ID 026 The Use of Unified Theory of Acceptance and Use of Technology in the Adoption of M-Payment

Rindang Widuri, Bina Nusantara University, West Jakarta, DKI Jakarta, Indonesia Muhammad Kholil Industrial Engineering, Faculty of Engineering Universitas Mercu Buana, Jakarta, Indonesia Rara Ganish Kharisma Nurbani, Industrial Engineering, Faculty of Engineering, Universitas Mercu Buana, Jakarta, Indonesia Hendri, Electrical Engineering, Faculty of Engineering, Universitas Mercu Buana, Jakarta, Indonesia

ID 027 Efficient Identification Model of Strategic Key Dimensions in SMEs

Jean-Marc Vasnier, Mourad Messaadia, Ecole d'ingénieurs Ei.Cesi, Saint-Nazaire, France Nicolas Maranzana, Ameziane Aoussat, Arts et Métiers - LCPI, Paris, France

ID 028 Improve computation performance on large optimization problems through heterogeneous computing

Gary Yu-Hsin Chen, National Kaohsiung University of Science and Technology, Kaohsiung, Taiwan, Chinese Taipei Ping-Shun Chen, Department of Industrial and Systems Engineering, Chung Yuan Christian University, Chung Li, Taiwan

ID 029 Applying Data Mining Methods to Classify Outpatients' Examination Time

Ping-Shun Chen, Chin-Hui Lai, Ying-Tzu Chen, Yu-Ju Lu, Chung Yuan Christian University Taoyuan city International Taiwan Gary Yu-Hsin Chen, Department of Logistics Management National Kaohsiung University of Science and Technology Kaohsiung 82445, Taiwan

ID 030 An intuitionistic fuzzy MCDM framework for selecting environmentally responsible freight transport service provider: A transport service buyer perspective

Aalok Kumar, Ramesh A., IIT Roorkee, Roorkee, India

ID 031 Outpatient Nurse Scheduling under the New Labour Law: Difficulties and Challenges Indicated by a Negative Case Study

Zheng-Yun Zhuang, National Kaohsiung University of Science and Technology, Kaohsiung, Chinese Taipei Yu-Kuang Hsieh, Management Department, Antai Tian-Sheng Memorial Hospital, An-Tai Medical Care Corporation, Donggang, Pingtung 928, Taiwan

Tien-Hwa Ho, Department of Information Management, Yuanpei University of Medical Technology, Xiangshan, Taiwan

ID 032 Design and Implementation of city car scale electric vehicle powered by Brushless DC Motor Agus Ulinuha, Ibnu Shokhibul Khak, and Dimas Septian Dwi, Universitas Muhammadiyah Surakarta, Surakarta, Indonesia

ID 033 Towards Developing Quality Standards: A review for managing South Africa's Carbon Emissions

P Naidoo, Nita Sukdeo, University of Johannesburg, Johannesburg, Gauteng, South Africa S Zuma, Eskom, Technology Division

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K. Mahlaha, Nita Sukdeo and V. Mofokeng, Department of Quality and Operations Management, University of Johannesburg, Gauteng, South Africa

ID 035 To Investigate the Relationship between TQM Enablers Applicable In Indian Engineering Education Institutes

Ankesh Mittal, Pardeep Gupta, Manjot Singh, Department of Mechanical Engineering, SLIET sunam Punjab India

ID 037 Artificial Intelligence Technique For Detecting Bone Irregularity Using Fastai

Meghna Hooda, Shravankumar Bachu, Surjeet Dalal, SRM University, Delhi NCR, India Piya Ghosh, Department of Industrial and Management Engineering, Indian Institute of Technology, Kanpur, Uttar Pradesh

ID 038 Analysis of Schedule Rates for Bridge and Road Works in India using Solid Transportation Problem

Piya Ghosh, Industrial and Management Engineering Department, Indian Institute of Technology, Kanpur, India Meghna Hooda, SRM University, Delhi NCR, Haryana, India

ID 039 Evaluation of Variability in Clinical Assessments

Alyaa Alyaarbi, Saleh Atatreh, Afraa Alsereidi, Noora Alblooshi, Sumaya Almaazmi, Raja Jayaraman, Mecit Can Emre Simsekler, Khalifa University, Abu Dhabi, UAE

Zehra Canan Araci, Abu Dhabi School of Management, Abu Dhabi, UAE Samer Ellahham, Heart & Vascular Institute, Cleveland Clinic Abu Dhabi, Abu Dhabi, UAE

ID 040 Cross Docking Network with Multiple Types of Trucks

Takashi Irohara, Sophia University, Chiyoda-ku, Tokyo, Japan

ID 055 Optimal Periodic Preventive-Maintenance Policy For A System Where Its Failure/Repair Follows The Non-Homogeneous Pure Birth Process

Yu-Hung Chien, Wen-Ting Chang, Department of Applied Statistics, National Taichung University of Science and Technology, Taichung, Taiwan

ID 056 Exploring the Adoption of Digital Technology at the Different Phases of Construction Projects in South Africa Matthew Ikuabe, Douglas Aghimien, Clinton Aigbavboa and Ayodeji Oke, University of Johannesburg, Guateng, South Africa

ID 057 Screening Variables using Computer Experiments: An application using a simulated furnace Nuno Costa, Paulo Fontes, IPS-EST, Setubal, Portugal

ID 063 The Approaches for Resolving Conflicts At The Different Lifecycle Of The Project: A South African Perspective Matthieu Bodika, Clinton O. Aigbavboa, Ifije Ohiomah, University of Johannesburg, South Africa

ID 064 The Impact of Command Buttons, Entry Fields, and Graphics on Single Usability Metric (SUM) Gabriel John L. de Leon, Joana Patrice M. Gratuito, Ronaldo V. Polancos, Industrial Engineering Department, De La Salle University, Manila, Philippines

ID 065 The Interactional Effects of Page Layout, User Workload, and Lists in Improving the Single Usability Metric

Gabriel John L. de Leon, Joana Patrice M. Gratuito, Ronaldo V. Polancos, Industrial Engineering Department, De La Salle University, Manila, Philippines

ID 066 Multi-cyclic scheduling of identical parts in an N-machine no-wait robotic cell

DHIRENDRA PRAJAPATI, Arjun R Harish, Saurabh Pratap, PDPM IIITDM Jabalpur, Jabalpur, M.P., India, Mengdi Zhang, School of Internet of Things, Nanjing University of Posts and Telecommunications, Nanjing 210003, People's Republic of China,

Yash Daultani, Department of Operations Management, Indian Institute of Management, Lucknow, India.

ID 076 Humanitarian Engineering Initiative of Texas A&M University at Qatar; A Case Study of a Series of Successful Workshops to Enhance the Sense of Social Responsibility of Engineering Students

Sara Amani, Zohreh Eslami and Hassan Bashir, Mahmood Amani, Texas A&M University, Doha, Qatar

ID 077 Spare Parts Inventory Replenishment by Utilization of End-of-Use Returns: Case of Smartphones

Vaibhav Agrawal, Dr. Akhilesh Kumar, Indian Institute of Technology Kharagpur, Kharagpur, West Bengal, India

ID 078 A Review on City Logistics and Two Echelon Freight Modelling

Marita Madhavie Warnakulasuriya, D.H.H. Niwunhella, L.D.J.F. Nanayakkara and Ruwan Wickramarachchi, University of Kelaniya - Sri Lanka, Daluagama, Sri Lanka

ID 079 Optimization Models in Aircraft Assignment and Airline Disruption Management - A Systematic Review of Literature

P.A. Fernando, D.H.H. Niwunhella, L.D.J.F. Nanayakkara, R. Wickramarachchi, University of Kelaniya, Kelaniya, Western Province, Sri Lanka

ID 081 Implementing a Cross-Docking System in Warehouse - A Systematic Review of Literature

Neerajie Ahangamage, D. H. H. Niwunhella, Kasuni Vidanagamachchi, Ruwan Wickramarachchi, Department of Industrial Management, Faculty of Science, University of Kelaniya, Kelaniya, Western Province, Sri Lanka

ID 082 Accounting Students 'Interest In Chartered Accountant Accounting Profession (Empirical Study of Accounting Students at State and Private Universities)

Cory Paulina, Agus Dwi Sasono, Rony Wardhana, Nurul Aini, Rudi Harianto, Ariyani, Faculty Economy and Business, Narotama University, Surabaya, Indonesia

Abdul Talib Bin Bon, Fakulti Pengurusan Teknologi dan Perniagaan, Universiti Tun Hussein Onn Malaysia (UTHM), Johor, Malaysia

ID 083 An Innovative Framework To Measure The Maturity Level of Core Soft Skills and Competencies (SSCM) Needed by Project Managers in Oil and Gas Industry

Nasr Al Hinai, Esra Abusharkh, Asila Al-Shamli, Emad Summad, Sultan Qaboos University, Alkhoud, Muscat, Oman

ID 086 Proposal of optimal discount price of ready meal considering the expiration date

Yu Wakabayashi, Logistics Development Center, Kao Corporation, Tokyo, Japan Takaaki Kawanaka, The University of Tokyo, Tokyo, Japan Takahiro Ohno, Department of Industrial & Management Systems Engineering, School of Creative Science and Engineering, Waseda University, Tokyo, Japan

ID 088 Integrating Voice-Activated Digital Assistants with Smart Home Technologies to Support People with Long-Term Mobility Disabilities: Needs-Assessment, Product-Selection and Implementation

L. Koon, R. Khaleghi, K.A. Blocker, W.A. Rogers, Ramavarapu Sreenivas, University of Illinois at Urbana-Champaign, Urbana, IL, United States

ID 089 BREXIT: Assessing the Impact on the UK Construction Industry & Mitigating Identified Risks Danielle Smith, Northumbria University, London, UK Vian Ahmed, Sara Saboor, American University of Sharjah, Sharjah, United Arab Emirates

ID 091 Developing a Rectifying Inspection Plan with Repetitive Group Sampling Based on Loss-based Capability Index Chieh-hui Ku, Chien-Wei Wu, National Tsing Hua University, Hsinchu city, Taiwan

ID 092 A New Variable-type Skip-lot Sampling Plan Based on the Process Capability Index I-Ting Wei, Chien-Wei Wu, National Tsing Hua University, Hsinchu city, Taiwan

ID 093 Generalized Confidence Intervals for Assessing Process Performance based on Quality Yield Index Meng-Tzu Lin, Chien-Wei Wu, National Tsing Hua University, Hsinchu city, Taiwan

ID 095 Identification of the Automotive Manufacturing Change Point Approaching Panel Data Karim Atashgar, Naser Rafiee, Malek Ashtar University of Technology, Tehran, Iran

ID 096 Optimal promotional policy in innovation diffusion model considering brand image in segmented specific market Pradeep Kumar, Kuldeep Chaudhary, Kanika Sardana, Department of Applied Mathematics, Amity University, Uttar Pradesh, India

ID 097 Indicator distance and color effects in comprehension of multiple time series graph

Rosemary Seva, Katrina Chinjen, Nicole Estoista, Judy Ann Wu, Industrial and Systems Engineering Department, De La Salle University, Manila, Philippines

ID 098 Vehicle Routing Problem for Multi-Product Cross-Docking

Aldy Gunawan, Audrey T. Widjaja1, Benjamin Gan Kok Siew, Singapore Management University, Singapore Vincent F. Yu, Panca Jodiawan, Department of Industrial Management, National Taiwan University of Science and Technology, Taipei, Taiwan

ID 099 Measure of Bullwhip Effect in a Closed-loop Supply Chain with Two Retailers under Price-sensitive non-ARMA Demand Process

Bibhas Giri, Jadavpur University Kolkata West Bengal India

ID 100 Analysis Model of Communication Network under Complexity

Nyunho Jung, The University of Fukuchiyama, Fukuchiyama, Kyoto, Japan Takaaki Kawanaka, Institute for Innovation in International Engineering Education, Graduate School of Engineering, The University of Tokyo, Tokyo, Japan Hiroshi Yamashita, Department of Commerce, Meiji University, Tokyo, Japan

ID 101 Systematic Review of Literature on Lean and Six Sigma in Healthcare and Directions for Future Research

Rodrigo E. Peimbert-García, Tecnologico de Monterrey / Macquarie University, Monterrey / Sydney, New South Wales, Mexico Timothy Matis, Department of Industrial Engineering, Texas Tech University, Lubbock, USA

Jonathan Cuevas-Ortuño, Tecnologico de Monterrey / Macquarie University, Monterrey / Sydney, New South Wales, Mexico Samuel M. Nucamendi-Guillen, Department of Industrial Engineering, Universidad Panamericana, Guadalajara, Mexico

ID 109 Monitoring a cold rolling process using Xbar&EWMA charts

Mohammad Shamsuzzaman, Salah Haridyb, Hamdi Bashird, Imad Alsyoufc, University of Sharjah, Sharjah, United Arab Emirates

ID 110 Optimization design of economic EWMA control chart based on random process shifts

Mohammad Shamsuzzaman, Salah Haridyb, Hamdi Bashird, Imad Alsyoufc, University of Sharjah, Sharjah, United Arab Emirates

ID 111 System Dynamics Applications in Healthcare: A Literature Review

Jesús Isaac Vázquez-Serrano, School of Engineering and Sciences, Tecnologico de Monterrey, Monterrey, NL 64849, Mexico Rodrigo E. Peimbert-García, School of Engineering and Sciences, Tecnologico de Monterrey, Monterrey, NL 64849, Mexico / School of Engineering, Macquarie University, Sydney, NSW 2109, Australia

ID 112 Optimal Integrated Maintenance, Production and Spare Parts Strategy for Wind Turbines System

Faker Abderrahmane and Bouslikhane Salim, Electrical Engineering Department, Universiapolis, Agadir, Morocco Hajej Zied, Université de Lorraine, METZ, France

ID 113 Impact of Intellectual Capital on the Performance of Higher Education Institutions

Chandan Jha, Amit Sachan, Arnab Adhikari, Sayantan Kundu, Indian Institute of Management Ranchi, India

ID 125 Modeling a Bi-Objective Multi-Skill Resource-Constrained Project Scheduling Problem to Minimize Project Makespan and Skill Divergence Span

Dheeraj Joshi, Swami Keshvanand Institute of Technology, Management & Gramothan, Jaipur, India M.L. Mittal, Manish Kumar, Professor, Deptt. of Mechanical Engineering, Malaviya National Institute of Technology, Jaipur

ID 126 An Investigation on Assessing Process Capability Indices under Weibull distribution

Chun Yi Chang, Chien-Wei Wu, National Tsing Hua University, Hsinchu city, Taiwan

ID 127 Developing a Two-stage Sampling plan for products with an Unilateral Specification Limit Yuting Won, Chien-Wei Wu, National Tsing Hua University, Hsinchu city, Taiwan

ID 129 Optimal Operation Policies for Vendor Machines with Product Dedicated Variant Towers

Ertan YAKICI National Defence University İstanbul Türkiye Turkey Haci Sahin, Prof. Dr. Serhan Duran, Industrial Engineering Department Middle East Technical University Ankara, Turkey

ID 136 Integrated optimization problem of Maintenance and Lot-Sizing with Risk assessment

Mohamed Ali Kammoun, Zied Hajej and Nidhal Rezg, Laboratoire de Génie Informatique, de Production et de Maintenance, Metz, France

ID 137 Construction Industries' LCA Adaptability: A Desk Study based SWOT Analysis

S. D. I. A. Amarasinghe and H. Chandanie, University of Moratuwa, Moratuwa, Western Province, Sri Lanka

ID 138 Factors contributing to Building Fire Incidents: A review

R.M.D.I.M. Rathnayake, P. Sridarran, and M.D.T.E. Abeynayake, University of Moratuwa, Moratuwa, Western Province, Sri Lanka

ID 139 Identifying the Most Influencing Success Factors of TQM Implementation in Manufacturing Industries using Analytical Hierarchy Process

Pardeep Gupta, Ankesh Mittal, Sliet, Longowa, Sangrur, Punjab, India

ID 140 Assessment of Safety Culture in Three Selected Thermal Power Plants Situated in Sylhet, Bangladesh

Mohammad Iqbal, Md. Abdul Aziz, A. T. M. Sayeed Istiaque, Salma Akhter, Shahjalal University of Science and Technology, Sylhet, Bangladesh

ID 141 Survey Design to Evaluate Healthcare System Resilience at Barangay Level in the Philippines

Mary Jean Azuela, Dennis Paul Orge, Mary Grace Valdez, and Giselle Joy Esmeria, De La Salle University - Laguna Campus (Philippines), Sta. Rosa, Philippines

ID 144 The Relationship of TQM and Lean Production Towards Integrated Application Romulo Ulibas, Tarlac State University Calamba Laguna Philippines

ID 145 Impact of 'check sheet' and 'flow chart' to improve quality and efficiency of finishing unit in a garment industry

Anowar Parvez, BCMC College of Engineering and Technology, Bangladesh

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Takahiro Nishi, Meiji University, Tokyo, Japan Takaaki Kawanaka, Graduate School of Engineering, The University of Tokyo, Japan

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Jenalyn Shigella G. Yandug, and Christine Anne S. Santos, School of Industrial Engineering and Engineering Management, Mapua University, Manila, Philippines

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Luis Miguel Escobar, Universidad Libre Seccional Pereira, Pereira, Risaralda, Colombia Kenny Cárdenas-Parra, Industrial Engineering Department, Universidad Tecnológica de Pereira, Pereira, Colombia

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Shafaa Al-Maqdi, Jaber Abu Qudeiri and Aiman Ziout, Department of Mechanical Engineering, UAE University, Al Ain, UAE

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Ana Sri Ekaningsih, Karolus Sonu, Theodorus kristianto, Marisi Manalu, Sekolah Tinggi Ilmu Ekonomi Bulungan Tarakan

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Azzah Alshmarani, Huda Shamsaldeen, and Ahmed Bensenouci, Electrical and Computer Engineering Department (ECE), Effat University, Jeddah, KSA

ID 526 Simulation Analysis of Patients Flow in Oncology Clinics

Sara A. Hamad and Khaled S. El-Kilany, Industrial and Management Engineering Department, Arab Academy for Science, Technology and Maritime Transport, Alexandria, Egypt

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Safouane Elkouiri and Lahcen Mifdal, Lidra, International University of Agadir, Agadir, Morocco Sofiene Dellagi, Lgipm, University of Lorraine, Metz, France Anis Chelbi, University of Tunis, National School of Engineering of Tunis, CEREP, Tunis, Tunisia

ID 532 A mathematical model for strategic and tactical planning of the oil & gas upstream supply chain after a merger

Abdalla Rashid Masoud Alnaqbi, Industrial Engineering and Engineering management department, University of Sharjah, UAE, Systems Engineering Department, École de Technologie supérieure, Montreal, Canada Fikre Dweiri, Industrial Engineering and Engineering management department, University of Sharjah, UAE Amin Chaabane, Systems Engineering Department, École de technologie supérieure, Montreal, Canada

ID 534 Study of Text Neck Syndrome Among Smartphone Users Via JACK Software

Amira Khalaf, Bahie Elsamad, Dana Mohammad, Fajer Al-sanad, Khadeja Abdalaziz, Lawrence Al-fandi, Department of Industrial Engineering, American University of the Middle East, Eqaila, Kuwait

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Mohammed OUHDA, Moulay Ismail University, Faculty of Sciences and Technologies, Boutalamine, Errachidia, Morocco

ID 538 Crop Planning Problem using Rectangular Management Zones and Different Irrigation Systems

Omar Salama, Hala A. Farouk, Noha M. Galal, Industrial and Management Engineering Department, Arab Academy for Science, Technology, and Maritime Transport (AASTMT), Alexandria, Egypt

ID 545 Exploring the applications of lean manufacturing practices in textile industry

Muhammad Ali Khan and Hussain Bux Marri, Industrial Engineering & Management, Mehran UET, Jamshoro, Sindh, Pakistan. Awaiz Khatri, Textile Engineering, Mehran UET, Jamshoro, Sindh, Pakistan.

ID 546 Construction Site Layout Planning Kuwait International Airport Expansion- Terminal 2

Dr. Rifat Ozdemir, Marah AlRahhal, Jumannah AlQallaf, Rawan AlAbdullah, Haya AlAradah, Sarah AlMatar, Industrial Engineering Department, American University of the Middle East, Eqaila, Kuwait

ID 558 The Role of Women in the Vegetable Market Traders Alok against Decision-Making Families with Income as a Moderating Variable

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ID 559 The Management Of Professional Zakat In Overcoming The Poverty In Tegalsari District Regency Of Banyuwangi East Java Indonesia

Abdul Kholiq Syafa'at and Lely Ana Ferawati Ekaningsih, Nurul Inayah, Nur Anim Jauhariyah, IAI Darussalam Blokagung Banyuwangi, East Java, Indonesia

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ID 560 Audit Conformity for Higher Education Using Good University Governance (Gug) Principle

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ID 561 Generation of Knowledge Base for Conversation Agent of Nusantara Culinary Tour from Free Text Using Information Retrieval

Dwi Cahyono, Veronika Nugraheni Sri Lestari, Dr. Soetomo University, Surabaya, Indonesia

ID 564 Modular construction innovation in the UK: the case of residential building

Bert Ediale Young and Rafiu Dimeji Seidu, London South Bank University, UKMenaha Thayaparan, University of Moratuwa, Kadubedda, Moratuwa, Sri Lanka Joseph Appiah-Kubi, DMC Contracts Ltd., UK

ID 565 Engineering Education towards Industry 4.0

Banu Y. Ekren, Department of Industrial Engineering, Yasar University, Izmir, Turkey Vikas Kumar, Bristol Business School, University of the West of England, Bristol, Somerset, United Kingdom

ID 568 Achieving Sustainability through Holistic Maintenance- Key for Competitiveness

Ashutosh Samadhiya, and Rajat Agrawal, Indian Institute of Technology Roorkee, India

ID 570 Barriers and Enablers for Developing Sustainable Supply Chain at Traditional Shipyards in Indonesia

Yugowati Praharsi, Mohammad Abu Jami'in, and Gaguk Suhardjito, Politeknik Perkapalan Negeri Surabaya, Surabaya, Jawa Timur, Indonesia

Hui-Ming Wee, Chung Yuan Christian University, Chung Pei, Taiwan

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ID 573 Portable Air Inflated Freezer Solar cell, Technology For Fisheries SME Sidoarjo Indonesia

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Abdul Talib Bin Bon, UTHM Parit Raja Johor, Malaysia

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Ms. Amizhthini Nakkeeran, Ms. Mahikala Niranga, Dr. Ruwan Wickramarachchi, Department of Industrial Management, University of Kelaniya, Sri Lanka

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Sana Elhidaoui, and K. Benhida, S.Elfezazi, A.Elbouri, Sciences d'ingénieur, Est of Safi, UCA, Morocco

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Prashant Shahabadkar, and Ashok Vangeri, Department of Mechanical Engineering, Shetty Institute of Technology, Kalaburagi, Karnataka, India

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Padmakar Pawar, K. N. Nandurkar, and P. K. Shahabadkar, K.K.W.I.E.E.R Nashik Select Region India

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Sujan Piya, Mohammad Khadem, and Mahmoud Al Kindi, Department of Mechanical and Industrial Engineering, Sultan Qaboos University Muscat Seeb Oman,

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ID 880 Six Sigma Implementation and Analysis - An Empirical Study of a Traditional Boat Building Industry in Indonesia

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ID 881 Influence of Ethical Aspects on the Construction Industry Performance in Egypt

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Strategy Model To Build Employee Discipline

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Abstract

Employee's discipline is an essential factor in achieving corporate objectives, however numerous managers are not able to adapt ideal leadership behaviour, reward and punishment to improve employee's discipline. Based on present study analysis, reward and punishment have a positive and significant impact towards the non-physical environment which could be seen from the positive result of coefficient value which is around 0.2165 with T-statistics more than 1.96 around 2.059. It can be concluded that punishment influences non-physical environment since it affects psychological condition of the employee. Besides, reward and punishment also play important role in improving employee discipline. Fair treatment of the manager in regard to reward and punishment depicts manager's ability to be objective in enforcing corporate regulations. The present condition creates a comfortable and stable environment for the employee in performing their duty. Non-physical working environment is based on four indicators which are: monitoring, working environment, reward and fair treatment. The indicators mentioned above influence positive and significant impacts toward work discipline. Corporate managers need to consider psychological characters of the employee in implementing reward and punishment scheme as the improvement to enhance discipline of the employee.

Keywords

Reward and punishment, non-physical work environment, employee discipline.

1 INTRODUCTION

Change is a significant process experienced by a corporate to survive in the competitive market environment. (Kanter & Mirvis, 1989) defines change as past analysis process which is shaped to be a stepping stone required for the future. In order to achieve this goal, the corporate leaders should sustain their existence in the business world by initiating changes that have a constructive impact on improving the quality and productivity of employees.

That every change that occurs within an organization is a dynamic movement projected to maintain its balance(Torang, 2013). Changes which take place in Human Resources Management environment are tendencies which cover workforce diversity, technology, globalization, and shifting in work and position (Dessler, 2011). Thus, to achieve success and sustainability of a business, leaders must preserve and advance the capabilities of human resources as a company asset, as well as maintain employees' discipline. Leaders should also embrace other vital functions of understanding the problems encountered by their subordinates as well as comprehending their feelings while facing that problem, colleagues, and work environment (Terry & Rue, 2010). Therefore, a leader must own a competence or knowledge (in terms of managerial and strategy), a positive behavior, capability to influence or direct others, accountable decision, good manner in ideas delivery, fine judgment in encouraging and motivating, and

ability to build personal approach (human relation) to their subordinates (Gibson, Ivancevich, & Donnelly, 1996). According to (Terry & Rue, 2010), the key of leadership lies on the degree of a group's trust toward its leader and the willingness to follow leader's instructions. A leader must be able to build mutual relationships with employees so that the corporate will run well and able to achieve its goals. The concept of exchange and reciprocity has been widely discussed in the organizational context, specifically in a relationship between employees and companies. In return for employee's service for the corporate, employers should take care of them (Cropanzano, Howes, Grandey, & Toth, 1997). In line with that opinion, (Chandrasekar, 2011) believes that the attitude of employees in work environment is influenced by interpersonal relations, feeling, supervisory and work environment. Similarly (Lohela-Karlsson, Hagberg, & Bergström, 2015) study finds that unfair leadership is one of a cause of the problem in a psychosocial working environment. In that sense, a leader must be able to build a corporate culture in planning a corporate management strategy. According to Chen (Chen, 2004), a corporate culture has a noteworthy effect on employees' responsibilities and commitments and shape their interacting behavior which, eventually, creates a corporate culture.

Hence, the groundwork of human resource strategy must be relevant to the preparation of business strategy (Schuler & Jackson, 1997). Similarly (Dessler, 2011) affirms that strategic planning is the method employed by a corporate to compare its internal strengths and weaknesses toward opportunities and external threats in order to sustain its competitive strategy. The essence of strategic planning, such as corporate current business position, its location, and the strategies dealing with human resources and others to manage current corporate position through different approach. The strategic role of human resources as the outcome of the repositioning process is expected to contribute significantly in business strategy planning (Napier & Gershenfeld, 1993).

In Denpasar, Bali and its surrounding zones, the numbers of hotels, villas, resorts that have been growing every year have become favorite destination for domestic and foreign tourists. The hotels, as service provider, is a business that presents tourists a temporary accommodation with various services to support their tours. The services provided by employees are strongly influenced by employee's work satisfaction. Furthermore, work environment as place for employees to perform their routine duties is labeled as 'satisfying' if those responsibilities are carried out maximumly, safely, healthily and comfortably. According to (Supardi, 2003) work environment is physical and non-physical environment around the workplace that provide excitement, safety and comfortableness in performing the job. If the working environment is safe and comfortable, and communication among employees is fluent, it can be ascertained that the resulting performance will be effective. Work environment conditions and situations also impact employee's discipline. (Andriyani, 2010) in her study, finds that work environment contributes a significant and positive effect. Thus, it can be concluded that a good working environment will shape employees' discipline in a company. (Vaden, 2004) conducts a study in United States by taking samples from cross-company employees . His study displays that punishment stimulates catcall and unfair treatment from the manager. Therefore, a favorable working environment is a form of non-financial reward (Mbah, Mgbemena, & Ejike, 2015)

A good working environment that will foster employee discipline and employee's discipline is very important in achieving company goals. A high work discipline is expected to increase employees' performance which eventually affects corporate accomplishment. The absence of this element will hinder a corporate to achieve optimal results. Quality of employees' discipline reflects the level of one's responsibility to their duties. Based on the employee attendance data of Inna Sindhu Beach Hotels, Resort and Meeting 2015, employee absenteeism rate is 0.13% and working hour violation rate is 3.67%. According to (Kuna, 2001), employee absenteeism rate is in a good company level, ranges from 2 to 3%. The percentage result of employee absenteeism rate of Inna Sindhu Hotels, Resort and Meeting is fairly good, however there is indications that employees' discipline is lacking. It is proven by the sum of late attendance of the employees which amounted to approximately 40 employees per month. This shows the lack of employees' compliance to the management regulation and work punctuality. Based on the results of the previous study that points out a research gap and interviews with Manpower Manager of Inna Sindhu Beach Hotels, Resort and Meeting, reveals these following facts: 1) Lack of work discipline are seen from employees' compliance of office hours, based on data and information obtained, there are nearly 40 late employees per month, 2) Lack of sense of responsibility for their assigned duties, 3) Capability of leaders in providing guidance for employees who commit violations, 4) Less effective reward and punishment system to improve employee's discipline. Equally, (Wyk & Pelser, 2014) in this study suggests that the influential factor on effective discipline is leadership.

2 METHOD

This study aims to explain the causal relationship among variables through hypothesis testing with partial least squares path modeling (PLS-SEM) analysis technique. PLS-SEM is often called variance or component-based structural equation modeling which aims to test the predictive relationship among constructs by looking at the relationship or influence among them. In this study, the population taken as sample is employees of Inna Sindhu Beach Hotels, Resort and Meeting.

The range of sample used for PLS-SEM model does not require large samples. the number of samples taken in this study is as many as 100 employees(Ghozali, Imam, 2015). Research time started in January 2017 until November 2017. The data is collected through questionnaires, and then it is processed with measurement scale and scoring. The measurement scale used in this research is Likert scale 1 - 4. The analysis tool employed to test the hypothesis of data is SmartPLS ver 3.0 statistical package. The stages of analysis using PLS-SEM, are at least going through five processes, namely conceptual model, determining algorithm analysis method, determining resampling method, drawing path diagram and model evaluation(Ghozali, Imam, 2015). Each stage will affect the next stage. Hypothesis testing is completed by calculating the coefficient value of the path or inner model which indicates the significance level of testing the hypothesis. The coefficient value of path or inner models which is indicated by T-statistic should be above 1.96 (Hair, Anderson, Tatham, & Black, 1995).

3 RESULT AND DISCUSSION

Based on the results of the validity test in table 1 all the indicators on the X1 variable (leadership style) and X2 variable (reward and punishment) have corrected total correlation value of greater than 0.30 where the value of coefficient achievement is considered to have a distinguishing power is quite satisfactory or is considered valid(Ghozali, Imam, 2015).

Similarly for the reliability test in table 2 shows all the indicators in the X1 (leadership style) and X2 (reward and punishment) variables are reliable because the resulting Cronbach's alpha value is more than 0.60(Ghozali, Imam, 2015).

Table 1: Validity test X Variable	
Item	Corrected item total correlation
x1.1.1	0.385
x1.1.2	0.567
x1.1.3	0.488
x1.2.1	0.474
x1.2.2	0.593
x1.2.3	0.541
x1.3.1	0.337
x1.3.2	0.582
x1.3.3	0.579
x1.4.1	0.315
x1.4.2	0.468
x1.4.3	0.530
x2.1.1	0.402
x2.1.2	0.722
x2.1.3	0.479
x2.2.1	0.503
x2.2.2	0.547
x2.2.3	0.556
x2.3.1	0.469
x2.3.2	0.699
x2.3.3	0.502
x2.4.1	0.403

x2.4.2	0.561
x2.4.3	0.443
x2.5.1	0.469
x2.5.2	0.521
x2.5.3	0.489

|--|

Item	Corrected item-
Itelli	total correlation
Directive	0.607
Supportive	0.680
Participatory	0.679
Achievement	0.618
orientation	
Salary / incentive	0.673
Career development	0.701
Psychological rewards	0.699
Punishment Prefentif	0.611
Punishment Represif	0.624

Based on the result of validity test in table 3 it can be explained that all the indicators on Y1 variable (non working physical environment) and Y2 variable (work discipline) is valid because all indicators can measure what to measure measuring non working physical environment because corrected item value its total correlation is greater than 0.30.

Table 3: Validity test Y Variable	
Item	Corrected item-total
Item	correlation
y1.1.1	0.437
y1.1.2	0.784
y1.1.3	0.494
y1.2.1	0.585
y1.2.2	0.805
y1.2.3	0.577
y1.3.1	0.493
y1.3.2	0.627
y1.3.3	0.471
y1.4.1	0.458
y1.4.2	0.397
y1.4.3	0.533
y2.1.1	0.314
y2.1.2	0.556
y2.1.3	0.697

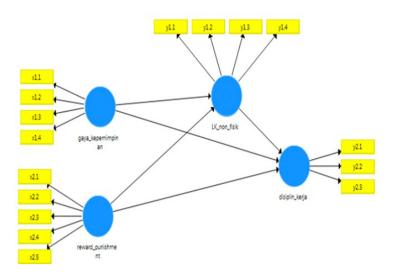
y2.2.1	0.333
y2.2.2	0.623
y2.2.3	0.624
y2.3.1	0.434
y2.3.2	0.672
y2.3.3	0.827

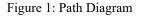
Table 4: Reliability test	Y Variable
	Corrected item

Item	Corrected item- total correlation
Supervision	0.702
Work atmosphere	0.797
Rewards	0.686
Fair treatment	0.647
Absence / attendance	0.675
Carry out duties and obligations	0.693
Work according to procedure	0.791

Based on the results of reliability test in table 4 it can be explained that all the indicators on the variable Y1 (non-physical work environment) and Variable Y2 (work discipline) is reliable because the value of cronbach's alpha generated more than 0.60.

Based on the path diagram in this study, the system of equations can be formulated as figure 1.





For Based on path diagram in this study, the system's full equations model are as follows:

 $Y1 = 0,416 + 0,217 + \zeta1$

 $Y2 = 0,391 + 0,199 + 0,128 + \zeta2$

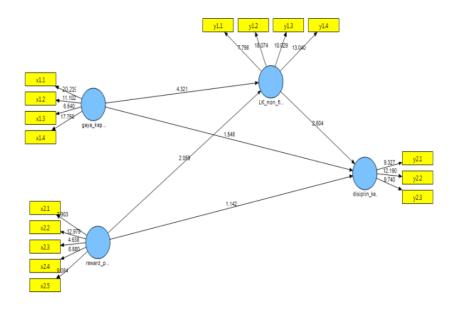
The obtained structural model shows that the relationship between Y1 (non-physical work environment) with X1 (leadership style) is 0.416. While the loading value between Y1 (non-physical work environment) with X2 (reward

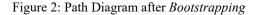
and punishment) is 0.217; as for X1 (leadership style) with Y2 (employee discipline) is 0.199 and for X2 (reward and punishment) with Y2 (work discipline) is 0.128; and for Y1 (non-physical work environment) with Y2 (employee's discipline) is 0.391.

Table 5: R Square Value	
Variables	R Square
Non-physical work environment	0.2937
Work discipline	0.3472
Average	0.3205

Table 5 shows that the influence of leadership style and reward and punishment on non-physical work environment is 29.37%, while the influence of leadership style, reward and punishment, and non physical work environment to work discipline is 34.72%. Based on the R-sq value in each variable, the obtained average value is 0.3205, in which the model in this study is categorized as moderate. The communality average is 0.6078 while the recommended one should be 0.50 and the average of R-sq is 0.3205, so GoF value which is produced is 0.441 and it is categorized as large.

After the bootstrapping process the path diagram is shown in figure 2.





	Original Sample (O) and T Statistics (O/STERR)
Leadership style -> work discipline	0.1990 and 1.5477
Reward & punishment -> work discipline	0.1279 and 1. 1416
Non-physical environment -> work discipline	0.3913 and 2.6044
Leadership style -> Non-physical environment	0.4160 and 4.3205

Table 6: Significant influence test among variables

Reward & punishment -> Non-physical	0.2165 and
environment	2.0594

The Table 6 presents the influence of leadership style to shape work discipline has a positive result of coefficient value which is around 0.1990 with T-statistics less than 1.96 that is equal to 1.5477. It explains that leadership style has no significant effect on work discipline. Table 6 also displays the influence of reward and punishment on work discipline has a positive result of a coefficient value which is around 0.1279 with T-statistics less than 1,96 that is equal to 1,1416. It describes that reward and punishment have no significant effect on work discipline. After that the non-physical work environment has a positive and significant effect on work discipline as it is seen from a coefficient value which is 0.3913 with T-statistics more than 1.96 that is equal to 2.6044. Leadership style has a positive and significant effect on non-physical work environment as it is seen from a coefficient value which is 0.4160 with T-statistics more than 1.96 that is equal to 4.3205. Reward and punishment also have a positive and significant effect on non-physical work environment as it is seen from a coefficient value which is 0.2165 with Tstatistics more than 1.96 that is equal to 2.0594. Although leadership style is admitted to be running well, the results of the analysis prove it contrary, in which leadership style has no significant effect on work discipline. Of the overall statement items of leadership style, it appears that the statement which says that leaders always supervising subordinates who have the lowest score of 2.74, and then the statement of leader expecting subordinates to comply with the corporate regulation receives a score of 2.98. These two facts, the lack of supervision from leaders and the leaders' expectations for subordinates to comply with the corporate regulation, are related to work discipline, which means the solid actions of leaders are expected so that subordinates will always follow all company's applicable regulations.

Judging from work discipline variables, specifically on duties and obligations accomplishment indicator, the statement item which states following the instruction /command of leader obtained the lowest score that is equal to 2.80. Non-physical work environment indicator with statement item that says work is supported by environment score the highest of 3,20. A good, positive, and warm working environment will indirectly affect the behaviour of an organization. Furthermore, in a good environment, employees also feel a satisfaction that potentially improves their positive contribution as expected by the company, mainly in obeying all applicable policies and regulations.

From the research, it is found that leadership style has a significant effect to work environment. The role of leader in the work environment is expected to be a role model for every subordinate. Leaders provide oversight of subordinates performance. The research indicates that the participative leadership style indicator has the highest score of other leadership style indicators that is 3.22. This leadership style involves subordinates in formulating a solution and policies in the company. From the analysis result, it can be seen that reward and punishment variable have a positive and significant effect to the non-physical working environment variable as it is seen from a coefficient value that is 0.2165 with T-statistics more than 1,96 that is equal to 2,0594. This is supported by research conducted by(Vaden, 2004) which affirms the result that the punishment stimulates catcall and unfair treatment from the manager. It can be concluded that punishment has an effect on non-physical environment because it affects employee's psychology. According to (Rivai, 2005) Reward and punishment is method that is both, liked and hated by employees.(Ching, 2012) His study argues that Reward and punishment has a positive discipline effect.

4 CONCLUSIONS

In order to improve the non-physical working environment and work discipline, the strategic model that are able to be applied are:

The appliance of participative leadership style by involving employees in formulating company rules.

• The establishment of a good, positive, comfortable and safe working environment with rules enforcement through an effective reward and punishment system.

• The application of reward mechanism is based on employees favored preference they are 1. clear career development, 2 psychological rewards, such as praise, 3. The reward of salary / bonus / incentives should be al least equivalent to the received payment.

• Meanwhile, punishment method should be executed based on the employee detested penalty, such as 1. Repressive punishment stages e.g: reprimanding, warning and suspension. 2. Preventive punishment in the form of socialization of regulations, appeals and threats.

• Establishment of work environment through regularity of employees in carrying out duties and obligations in accordance with the applicable company regulations..

ACKNOWLEDGEMENTS

We would like to express our appreciation to the Manager and employees of Inna Sindhu Beach Hotel, Resort And Meeting who have provided information required in this research. Likewise, we also express our gratitude to Narotama University for providing support and insight that assist the completion of this research.

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